FOR COORDINATION

DAU IT/DBS Acquisition Training

opic Areas for Discussion - A Multi-Service Perspectiv

December 18, 2014

Issues/Concerns

- The DAU PM training focus on weapon system acquisitions leaves a “gap” in preparing students for successful IT/DBS assignments

- Concerns that the current DAU curriculum does not adequately address key elements of DoD IT/DBS acquisitions as it relates to:
  - Governance and Funding,
  - Program Development and Execution,
  - and, Technical Management

Background

Office of the Secretary of Defense - Report to Congress, A New Approach for Delivering Information Technology Capabilities in the Department of Defense, November 2010

(c) Acquisition

"Acquisition activities in the new process for delivering IT capability will differ significantly from the traditional weapon system development acquisition process and will be separately defined in DoD IT acquisition policy issuances. The IT acquisition process will be agile to respond to a dynamic technology environment and to address unique challenges, such as"

…Cyber Threats, Short-Duration Projects, Tailored Execution Processes, Stakeholder Engagement, Continuous User Engagement, IT Systems Engineering, Common IT Infrastructures, IT Testing and Certification, IT Cyber Security and Mission Assurance, IT Industry Considerations" …and

"IT Government Acquisition Workforce

The new process will substantially change the skills needed to effectively manage delivery of information capabilities. Included among the needed skills are knowledge of the IT marketplace and technology trends, knowledge of cyber security, a strong understanding of user needs and priorities, the ability to perform trade-off assessments between alternative strategies for implementing needed capabilities, the ability to actively manage risk, and the ability to create capability and investment roadmaps. As such, the DoD will thoroughly review its IT acquisition workforce needs from the perspectives of training, certification, career path, recruiting, and retention."

Current Situation

- J621A is leading a DLA/Services initiative to identify and drive needed changes to DAU IT/DBS course curriculum

Actions to Date

- [Complete] Leveraged existing DBS PEO Cross-Service (Army, Navy/Marines, AF, DLA) Working Group to coordinate a multi-Service perspective on suggested curriculum changes

- [Complete] Consolidated and summarized topics, initial thoughts and responses from:
  - DLA J62 PEO
  - Navy – PEO EIS
  - AF – PEO BES
  - Army – PEO EIS

- [This Presentation] Coordination and approval of DAU curriculum change topics for discussion through DLA DAU Liaison

Coordination and Approvals

Coordination	Concur/Non-Concur	W/Comment: WO/Comment
Service Representatives:		
Army	Concur	Comment: "…check all the DAU topic areas for us as they are all relevant…"
Air Force	Concur	Comment: "Slide 2, 1st bullet, consider changing the word "creates" to "leaves" a gap… "
Navy	Concur	
J7		
DLA DAU Liaison		

Topic Themes: Inputs Comparison

DAU Curriculum Improvement Topic Areas for Further Discussion

	DLA	AF	Navy	Army
IT/DBS Governance				
Laws, Policies, and Regulations Associated with the Acquisition and Management of DBS	X	X		X
Program/Project: Justifications, Approvals and Compliance Processes	X	X	X	X
Program/Project Management-Methodologies and Strategies				
Acquisition/Contracting/Funding/Test Strategies	X	X	X	X
Agile, Incremental, Spiral (struggles with decomposing development into quicker delivery of useful capabilities)	X	X	X	X
DBS Life-Cycle Considerations – Initiation, Development …Sustainment	X	X	X	X
COTs, ERP's, SW Development …	X	X		X
Service Development and Delivery Process (SDDP)		X		X
Technical Management - Methodologies and Strategies				
Requirements and Change Management	X			X
Cybersecurity for DBS	X		X	X
Use of Architectures	X	X	X	X
Data and Data Management	X		X	X
Measures and Metrics	X			X

Recommended Way Forward

- Through DLA DAU Liaison, engage with DAU and Defense Acquisition Workforce Functional Leadership to discuss PM curriculum concerns:

Back-Up

DBS Topics: DLA-J62

- Acquisition Strategies for DBS ACAT IA MAIS
- Change Management – “As it” to “To Be”
- Laws, Policies, and Regulations Associated with the Acquisition and Management of DBS
- Big Data and Data Management
- NIST Compliance
- Information Assurance
- Certification and Accreditation (C&A)
- Audit readiness
- Business Enterprise Architecture
- Testing – Sustainment Releases vs New Capability
- Measures of Effectiveness/Metrics

- Stakeholder Analysis, Mapping and Communication
- Business Process Reengineering
- Technical Approaches for *Developing* SW
- Technical Approaches for *Configuring* SW
- DBS Governance – DoD CIO/DCMO
- Enterprise Portfolio Management
- SW Best Practices and Lessons Learned
- Hosting (DISA, Commercial Cloud)
- Joint Information Environment (JIE)

Topics: AF Inputs - AFMC AFLCMC/HID

- Should Cost Initiatives & Should Cost Management -- ACAT and Non ACAT
- Effective Teaming -- building better acquisitions through collaboration (we all noted polarities between stakeholder interests)
- Services vs Products -- what is the best management approach to acquiring IT? Are we acquiring a service or a product? Which is the proper fit?
- Contract Types and Incentives -- examples of good and bad behavior motivated by incentives
- Alignment of Budget Cycle and Acquisition -- Recurring theme applicable to all acquisitions (2-year RDT&E, End of Year, etc)
- Flexible Acquisition -- Agile, Incremental, Spiral (struggles with decomposing development into quicker delivery of useful capabilities)
- COTS Implementation -- ERP/Non-ERP/single or multiple integrated solutions (relates to the Flexible Acquisition bullet above)
- Understanding DoDAF -- timing and responsibility for developing architecture

- Tailoring Guidance -- clarification on acceptable or recommended artifact tailoring
- IT Unique Compliance Concerns -- primarily CCA
- Since most DBSs are to use the Model 3 process out of 5000.02, build a course designed around the process to include:
  - Building realistic schedules
  - Detailing the milestone requirements for DBS since they differ from Weapons requirements
- Overview of Business case and Problem Statement; Business Case value added ?
- The Coordination and approval channels unique to DBS -- IRB & DBSMC
- What managing a sustainment program entails vs managing a program in RDT&E entails i.e., ACAT I and ACAT III
- SDDP module/applicability—and how its artifacts support meeting DoD 5000 requirements--Pre-MDD thru deployment

Topics: Navy Inputs – PEO EIS

- Training generally does not deal with IT processes, especially all the upfront processes (BPR, FRD, BCA) and timelines up to DPA.
- Defense Acquisition system processes generally drive to a larger programs. Needs more DBS case studies on how to decompose into smaller programs.
- Provide a primer on the FM nuances of DBSs, e.g., the certification processes, shades of gray in appropriations, and mixing appropriations.
- Source selection training (cases in source selection) would be very helpful.
  - Take a team that is planning to do a source selection, give them a use case, and a week to run a mock source selection, and critique their execution.
- Recommend that DAU collaborate with the National Defense University Information Resources Management College to develop DAU courses based on NDU's IT Program Management or Enterprise Architecture curriculum. [For Examples See Next Slide]:

Topics: Navy Inputs – PEO EIS …Con't

Some course offerings as examples:

- IT Program Management Certificate Requirements (6 Courses)
  - Core (Required)
    - ITP (6416) - Information Technology Project Management
    - ITA (6415) - Strategic Information Technology Acquisition
    - IPL (6411) - Information Technology Program Leadership
    - EIT (6442) - Emerging Technologies
    - PFM (6315) - Capital Planning and Portfolio Management
    - SAC (6444) - Strategies for Assuring Cyber Supply Chain Security
- Architect Certificate (4 Courses)
  - Required
  - ARC (6412) - Enterprise Architectures for Leaders
  - MEA (6439) - Modeling for Enterprise Architecture
  - DAC (6438) - Defense Enterprise Architecture
- Elective - Take One
  - PRI (6333) - Strategies for Process Improvement
  - DMS (6414) - Data Management Strategies and Technologies: A Managerial Perspective
  - EIT (6442) - Emerging Technologies
  - AII (6203) - Information Assurance and Critical Infrastructure Protection
- Enterprise Architect Certificate (8 Courses - Architect Certificate + 4 Courses)
  - Required
    - PMA (6432) - Planning and Managing Enterprise Architecture Programs
    - ASA (6436) - Analytics and Simulation for Enterprise Architecture
    - SPB (6328) - Strategic Performance and Budget Management
- Elective - Take One
  - ATO (6209) - Approval to Operate: Information System

Topics: Army – PEO EIS

- Duplicate layers for decisions (MDA vice IRB)
- Continuous development for ERPs and fixing costing to keep up with technology
- Criteria for breaches (in my opinion they should differ from HW programs)
- DOTE and Service test agencies and how test is different for ERPs
- Timelines for milestones
- 5 year clock
- BL - SW, especially ERPs, are different but we are forced to live in this HW world.

DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY